



SATOV

[www.satovconsultants.com](http://www.satovconsultants.com)

# Giving and receiving feedback

Varun Ohri, SATOV Consultants

2022

# Effectively delivering feedback is crucial for individual development and firm success

## Why should we get better at giving feedback?

- Feedback aids development which in turn encourages good stuff like efficiency improvements and career progression
- It enables us to flag behaviours either to re-enforce them, or to adjust them...
- ...which improves the quality of our working environment and ultimately what we deliver to our clients

## Who should be giving feedback to whom?

- Everyone should feel comfortable giving feedback to anyone! Downwards, upwards, sideways, it doesn't matter...

## When should we give feedback?

- Regularly, and ideally immediately!
- The more time it takes to deliver feedback after a particular situation, the less impactful it gets as it can be hard for both parties to recall the details

## What should we be giving feedback on?

- Feedback should always be focused on an individual's behaviours, **not** the individual
- In a professional context, feedback should be focused on behaviours of professional significance and can include things like communication, attention to detail, approach to work, etc.



# Whether positive or negative, always focus on actions and behaviours

## Giving feedback is awkward

- Delivering feedback is challenging, even for seasoned managers
- Focusing clearly on actions and behaviours, and not 'making it personal' will make things easier



## Recognizing positive actions is just as valuable

- Providing affirmation of positive behaviours and actions is just as impactful as highlighting negatives
- No one likes a 'shit sandwich'



## Stop, Start, Continue

- **Stop:** Identifying behaviours to stop or tone down
- **Start:** Identifying opportunities to take on more
- **Continue:** Highlighting when to 'do more of that'



# Remembering and using the COIN framework can help with feedback discussions

## Context

Identify the situation that your feedback pertains to

For example: *“During the client call earlier...”*

## Observation

Focus on the facts of what happened, and remember to emphasize actions and behaviours

For example: *“...you answered the client’s question about our market model really well...”*

## Impact

Explain the impact of the action or behaviour

For example: *“...which demonstrated that we have a really good grasp of the dynamics in their market”*

## Next Steps

Describe actionable next steps (use stop, start, continue)

For example: *“Continue to be active in meetings and lead discussions around data and the model”*



# Feedback is a gift – accept it with grace

- **The only appropriate response to receiving feedback is to say ‘thank you’**
- A person giving feedback is putting in thought and effort to aid your development
- Everyone has a natural tendency to feel defensive when they receive feedback, for any number of reasons
- You will have to resist the impulse to say ‘Thank you... BUT’
- Think of feedback as a ‘gift’ – you wouldn’t receive a gift from someone and immediately turn around and argue that it’s not exactly what you wanted
- It may not be perfect, it may not even necessarily be fair, but accept it with grace and move on

